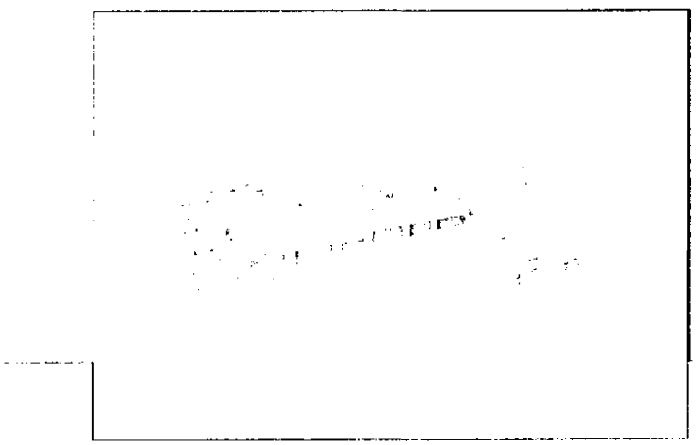
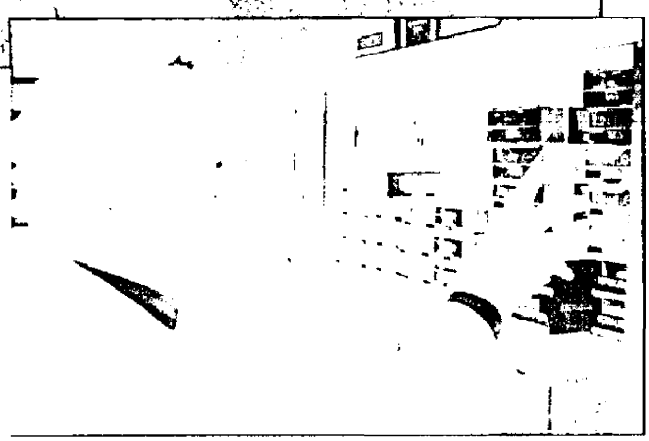
SALES MERCHANDISER

R.J. Reynolds Tobacco USA/Sales Dept./Sept./Oct. 19[illegible]





51859 5501

Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

Speedway honors Dyer

The Alabama International Motor Speedway at Talladega, Ala., this summer honored Ron Dyer, director – trade development (center), for his many years of support and service for speedway events. Speedway officials presented Dyer a plaque during ceremonies preceding the Talladega 500 Winston Cup race July 26. Joining Dyer for the plaque presentation were Miss Winston Christy Bishop of Charlotte and Don Naman, vice president of the Alabama International Motor Speedway Corp.

On the cover: Reynolds Tobacco's direct accounts are the central link in a distribution chain that stretches from the manufacturing plants in Winston-Salem (top photo) to sales representatives working retail stores, ensuring that product is available to smokers of RJR brands (bottom photo). In the center photo (left to right), Richard Nye, buyer, and Mrs. Robin Ray, president of Old Dominion Tobacco Co., RJR's largest direct account in Norfolk, Va., check product freshness codes in the Old Dominion warehouse with Norfolk Division Manager Larry Stumpf. Services and programs for the company's direct accounts start with careful planning in the home office and continue with execution by all levels of sales management and sales representatives in the field. Stories on Reynolds Tobacco's direct account programs and the relationship between the company and its direct accounts in the field begin on page 4.

'Super' idea is hit of Superdome show

When a New Orleans wholesaler put on a food show for the public at the Louisiana Superdome recently, the New Orleans division knew it had to come up with a "super" idea for the RJR booth. The challenge was to make the booth stand out from the crowd in the vast indoor arena.

The division rose to the challenge with a "Wheel of Winston" promotional game that turned out to be the hit of the Schwegmann Food Show.

Every slot of the Winston wheel of fortune game was good for a prize, so consumers could play and win with every spin. Prizes included free-pack coupons and promotional items such as sports bags and tapes.

More than 35,000 people attended the three-day show. Sam Levy, president of Schwegmann, praised the RJR booth as the most successful exhibit at the event.

More than 35,000 people attended the Schwegmann Food Show.

51859 5502

http://legac
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

MEMO

From the vice president – field sales

Innovation drives growth of company

In the past few years, our company has been a frontrunner in a number of technological advances that have truly made our business more efficient and more profitable.

Technology has taken us from manual reporting to sophisticated hand-held computer reporting. Our competition, for the most part, is still "filling in the dots" to report call activity.

Our Sales Information System provides us with detailed marketplace information which we use to make better decisions. Technology has reduced the amount of time we spend on administrative tasks.

Facing a growing retail concern about cigarette pilferage, we again used existing technology to develop an electronic security system which has proven itself in market tests. Chain acceptance of the system has been exceptional, and our business will benefit as more product becomes available to consumers on a self-service basis.

We are using computer-to-computer communication technology to receive orders from our direct accounts and invoice them at the same time. Those are just a few examples of how we have used technology to improve our competitive position in the marketplace.

But technological advancement took on a whole new meaning with the announcement that our company is developing a cigarette which Chairman and Chief Executive Officer Edward A. Horrigan Jr. calls "a major evolution in cigarette design."

That announcement made all of us feel just a little more pride in the company we work for. Because if we look to technology as the way of the future, once again our company is a frontrunner, leading through innovation.

Sincerely,

Yancey W. Ford Jr.

51859 5503

http://legacy.library.ucsf.edu/tid/bxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

Direct accounts are 'vital' to RJR

"Ever since our existence, RJR has been one of the finest companies we have ever worked with," says Mrs. Robin Ray, president of Old Dominion Tobacco Co. in Norfolk, Va.

Reynolds Tobacco and Old Dominion are old friends. Mrs. Ray's wholesale distribution business is the largest RJR direct account in the Norfolk division, and includes eight other warehouses operating as Atlantic Tobacco Co. in the Carolinas.

Old Dominion was founded by Mrs. Ray's family in 1875, the same year Richard Joshua Reynolds began producing chewing tobacco in Winston, N.C. One of Mrs. Ray's favorite mementoes of her company's past is a letter Reynolds wrote to her grandfather in 1916.

Valued relationships

Old Dominion may be one of Reynolds Tobacco's oldest friends in Tidewater Virginia, but RJR's relationships with all of its direct accounts are equally close and valued, says Bill Reece, regional manager in the Richmond, Va., region.

"Wholesalers are vital to our business because they serve the chains and independents we deal with," Reece says. "Everything we do comes through our direct accounts, and they are very important to us."

An RJR team including people from the home office to the sales reps and management in the field orchestrates a combination of volume-building incentives, programs and services to help direct accounts' business, Reece says.

"It's a cooperative effort . . . we help the wholesaler and they help us in many ways. It's a close relationship and a mutually beneficial relationship."

In an era of vigorous competition among cigarette manufacturers, a variety of factors combine to help RJR win direct accounts' business, says Larry Stumpf, division manager in the Norfolk division.

"They are smart business people, of course, and the kind of financially attractive incentives they prefer varies with the account." Businesses with more sophisticated fiscal management systems like extended payment terms that create investment opportunities for them, while smaller accounts tend to prefer allowances that offer immediate savings, he explains.

"It's imperative to know your accounts," Stumpf says. "You have to know what the hot button is with each one."

Programs such as the Variable Incentive Program, which pays directs at the end of each year, based on the gross annual revenue derived from their purchases and the timeliness of payments; and Electronic Funds Transfer, which offers an allowance for permitting the company to draft the direct customer's bank account for immediate payment on delivery, also are attractive to the direct accounts, Reece says.

"VIP has been very well received in this region, and I think EFT is going to be even bigger," Reece says. "For the accounts with the capability to take advantage of it, EFT is a super program."

Mrs. Ray confirms the importance of financially attractive incentives to direct customers. "All of those incentives wind up being our profit," she explains. "EFT is an excellent program for us, and the VIP program also has been well-received and is much appreciated.

"Anything distributor-oriented is welcomed by us, and RJR has been a leader in the field," Mrs. Ray adds. "We've got the 'me too' companies coming around with programs, but Reynolds Tobacco has been here all along and seems to want to help more

Servicing warehouses is an important part of the company's dealings with direct accounts. Here Norfolk Division Manager Larry Stumpf checks stock with Robin Ray, president of Old Dominion Tobacco Co.

51859 5504

http://lega... Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

RJR's track record of success in pulling product through the retail level gives sales people credibility with direct accounts, says Les Springer, Norfolk special accounts manager.

than anyone else," she concludes.

The competition can try to imitate RJR programs, but RJR people and RJR service cannot be duplicated, Reece agrees. "We sell two things: promotions and credibility. Our customers know we are reliable and that we deliver, and our people are highly respected as a result. Our competition does not enjoy that kind of reputation."

"Cigarettes are a megabuck item and direct accounts are very interested in how we are going to move them off their shelves," says Bob Huffman, chain accounts manager in the Norfolk chain division. "That's where Larry and his group come in with promotions to move product to retail accounts and on to the consumer.

"Our track record speaks for itself," Huffman adds. "Our competitors come in with deals, but the direct accounts know that we have moved product in the past, and they listen to us."

"Direct accounts are interested in price and terms, but they are also interested in what we can do to pull the product through," agrees Les Springer, special accounts manager in the Norfolk division. "They are especially interested in coordinating retail promotions with our incentives for them, to move out the product they buy as quickly as possible."

"Direct accounts are very positive and open to promotions. They look forward to them and will work closely with us on them," says Dennis Brent, training and development manager in the Norfolk division. "We can show them the impact that promotions will have on volume and they know we will follow up and move the product out."

"If a promotion moves product well at retail, we're interested," Mrs. Ray says. "We know that RJR people will always do what it takes to move the product well."

"We also try to provide the best service possible," Springer adds. "We call on direct accounts often, so they know us. They know we will get distribution at the retail level and that we will pull product through, because time after time, we've proved it. We have the more professional image, track record, credibility, commitment, expertise and services."

"Past performance is important," says Richard Nye, the buyer for Old Dominion. "Some companies take their time getting the product out of here. They're back in, ready with their next promotion before they've cleared the product out from the last one. You've got to pay attention to both ends."

"Personal service is very important," Mrs. Ray adds. "We've got the finest relations with RJR people of anybody. You're here, we see you regularly and often and we know you have the knowledge."

"Service is extremely important,

(continued next page)

Direct accounts are interested in programs to move product at retail, according to Norfolk chain accounts manager Bob Huffman.

51859 5505

http://legacy.library.ucsf.edu/tid/bxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

(continued from page 5)

especially with the smaller directs," Stumpf says. "They really appreciate a weekly call, and they know the rep will help them out with rotating stock for freshness, returns and responding to questions or problems."

"With the cost of inventory and the number of brands on the market, you've got to be able to show the direct accounts that we can move the product and keep it fresh," Huffman says.

Sales reps and managers, backed by the expertise and programs developed in the home office, also work closely with direct accounts on merchandising and market analysis, services that the directs welcome, Reece says.

"We're recognized as the merchandising experts of the industry. They know if they need merchandising for one of their customers that we will come up with it. We want stores to have profitable cigarette departments, and we can take care of their total needs."

Mrs. Ray agrees that RJR merchandising expertise is a valuable asset for her company. "Whenever we need to call on someone for merchandising assistance, we call on RJR because we know they will respond and satisfy the customer."

"Our information systems are a big help," Huffman adds. "We're into instant knowledge. We can uncover problems like a distribution gap or an out-of-stock situation immediately, instead of waiting for a weekly or monthly report. It really helps our credibility to know instantly what's happening."

"The direct accounts are impressed with how much we know and how soon," Reece agrees. "We get great marketing information and it really helps us tailor our presentations. Some of our direct accounts rely heavily on us for this kind of information."

"That's the biggest advantage with RJR — the availability of people with the knowledge you need," Nye says.

"People make the difference," Reece agrees. "Our people do a better job of communicating and working with direct accounts, and our credibility is based on what our people have been able to deliver in the past.

"Our relationships with our direct accounts are built on the years of service and the credibility our people have established."

Richmond Regional Manager Bill Reece, here checking chain promotion plans with Huffman, says coordination of management at all levels is a key element in working with direct accounts.

Volume-boosting retail promotions are welcomed by direct accounts, says Dennis Brent, Norfolk training and development manager.

51859 5506

http://legac Source: http://www.industrydocuments.ucsf.edu/docs/ryfn0000

Programs strengthen distribution chain

Reynolds Tobacco's distribution system may be compared to a chain, stretching from the manufacturing plants in Winston-Salem to smokers of RJR brands all over the world.

Direct accounts are the central link in that RJR distribution chain, says Bruce Hatter, group manager – sales planning in the home office. Hatter's job is to help keep that chain intact and strong with attractive incentive programs and responsive services for the company's direct accounts.

"Direct accounts are the first line of distribution in our product flow system," Hatter says. "We can make and store all the product we want, but if we can't get that product to our direct accounts, it will never get to the consumer.

"That means direct accounts are the first step in achieving our volume objectives, as well."

Center of system

Nationwide, Reynolds Tobacco has more than 3,000 direct accounts, including tobacco distributors, grocery wholesalers and jobbers, chain warehouses, vending operators and military and institutional customers. The direct accounts are at the center of the distribution system, between manufacturing and the public warehouse at one end and the retailer and consumer at the other, Hatter explains.

"Because direct accounts are important to our business, we offer them incentives to purchase and move our products. If we can't get directs to buy, then there is no way to get our products into the store for retail customers to buy.

"But competition has the same objectives in mind," Hatter says. "It's a competitive situation across the board. We don't just match competition; we are the leader and the innovator in the industry."

Bruce Hatter works on incentive programs for the company's direct accounts.

The company offers a Variable Incentive Program (VIP), which pays direct accounts at the end of each year, based on the gross annual revenue derived from their purchases and timeliness of payments.

Another example of company leadership through innovation is the Electronic Funds Transfer (EFT) program. EFT, introduced in April 1986, offers an allowance to the direct customer for allowing the company to draft the customer's bank account for immediate payment on delivery of an order. Most direct accounts participate in one of the programs and many use both, Hatter says.

EFT was the first program of its kind offered in the tobacco industry and has been enthusiastically received by RJR customers. "It utilizes the current technology and the industry is moving this way," says Bob Coil, vice president – administration and treasury operations.

"In fact, EFT has been such a popular program and it utilizes the electronic banking technology so effectively that Philip Morris is trying to duplicate it," Coil adds. "Our direction is clearly right, and we are the leader."

Working closely with sales to implement these incentive programs are Bill Trenchard, manager – customer services/accounts receivable; Margo Pearsall, manager – accounts receivable; and Suzan Bly, director – customer financial services, Coil notes.

Service is another important element in the competition for a direct account's business, and at RJR, service involves every phase of the company's operations, from manufacturing to the sales rep in the field, Hatter says.

Key elements

"Field people — including regional managers, chain accounts managers, division managers and sales reps — work together to secure volume and distribution.

"Manufacturing produces the quantity needed to satisfy the orders and the warehouse and traffic operations get the product where it needs to go, when it is needed.

"Then the reps are constantly working with the direct accounts to ensure adequate inventory, initiate standing orders, rotate stock for freshness and sell new brands and programs.

"The RJR customer services department is a key element, because the order entry system starts the product flowing through the pipeline," Hatter notes.

(see 'Teamwork,' page 17)

51859 5507

http://legacy.library.ucsf.edu/tid/bxc03a00/pdf
Source: http://www.industrydocuments.ucsf.edu/docs/ryfn0000

Field involvement helps Flex family grow

Butch Oringderff and RJR's Flex merchandisers go back a long way together.

Three years ago, when he was chain accounts manager in the Washington, D.C., area, Oringderff installed the second Flex fixture to be placed in the field.

"It was in an A&P in a Maryland suburb," Oringderff recalls. "That fixture is still in the store, and it's holding up very well."

Now, as national manager – carton merchandising in the home office, Oringderff coordinates the continuing development of the Flex family of merchandisers. He remains enthusiastic about Flex and its vital role in RJR sales strategy.

"Overall, Flex is the superior fixture on the market — it is the most versatile, high-quality merchandiser that any consumer-goods company has ever put into retail outlets," Oringderff says. "Flex helps us get the number of rows and the distribution we need, so it is key to volume — and that's 'the only thing,' for us as well as for the field.

New 'shelf splitter' makes Flex even more 'Flex-ible,' says Butch Oringderff.

Quality built in

"Because the quality has been built into Flex from the beginning, few parts have had to be changed. We can spend our time fine-tuning and improving the fixture, instead of just getting it to work."

Oringderff emphasizes that field input plays an important part in the evolution and growth of the Flex system.

"We're doing a lot with Flex, and just about everything starts with the field," he explains. "I see all the comments and suggestions on Flex from the weekly reports, and we communicate on an almost daily basis with the area sales merchandising managers. If we see a consistent concern, we can move on it very quickly."

Field input generates system improvements as well as "trouble-shooting" solutions.

"For instance, we are now developing a Flex security fixture that will allow the shelves to be split into two-row and three-row sections, and still permit use of the sliding security window," Oringderff says. "This is something the field has been wanting, because it will increase our rows and still provide the security the retailer wants."

Retailer concerns, passed along by reps in the field, also produce Flex improvements.

"Stores have been telling us that they wanted to 'mobilize' Flex, so we developed caster wheels that can be installed on the fixture," Oringderff explains. "This will permit store personnel to move the fixture to clean around it. Mobility of the Flex merchandiser also will open up the space behind or in the middle of the fixture for product storage, using a kit of additional parts supplied by RJR."

Even though Flex has been in the field for two and a half years and is now available in 264 standard configurations, retailers and sales reps continue to come up with new combinations of Flex components to meet particular merchandising needs.

"When a retailer wants a 'special' configuration, the sales rep draws it out on the back of the order form and we study that, determine the parts needed to build it and ship them to the field," Oringderff explains. "If we determine from studying the specials that there is a lot of demand for a particular configuration, then it goes into the book."

Communication with the field is essential to the continued success of Flex and RJR's other merchandisers, Oringderff says. "We put fixtures out in the field, and we rely on the field to evaluate them for us and tell us how they work and how we can make them even better."

(see 'Flex,' page 19)

51859 5508

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

Information molds company decision-making

The field sales force is an important source of information for Reynolds Tobacco executives as they map plans for reaching vital company volume and distribution goals. Sales people not only execute sales strategy, they help shape that strategy, as well, say the marketing experts who gather and process that information from the field.

"Field sales people are our 'eyes and ears on the street,' all over the country," says Tom Miller, group marketing research manager. "Sales people provide 80 percent of our intelligence input."

"We get a lot of information from other sources, but often we will call on the field for verification," adds Group Marketing Research Manager John Hribar.

Variety of purposes

"The information collected by field sales is important, and is used for a variety of business purposes. We're not just collecting numbers," says Phil Galyan, a group marketing research manager. "The information is tabulated, analyzed and reported to management. The overall purpose is to provide information to management that will be helpful in decision-making, and ultimately to improve business performance."

Information is important, but the primary responsibility of field sales is selling Reynolds Tobacco products, the marketers agree. "That's why we're very selective about what we ask sales people to do for us," says John Saylor, a group marketing research manager. "We know they are not data gatherers, and their first job is sales."

Information exchange is a two-way street, Miller says. Raw data comes in from the field in the form of tips, comments from sales reps on weekly reports and responses to specific inquiries, is processed and flows back to the field as practical information that can be used to plan our own activities or counter the competition's.

Miller urges field sales people to pass along any information about competitive activity that they may encounter. "The only mistake is to assume we already know something. I'd rather hear the same tip 100 times than not to hear it at all."

Galyan says he relies on the field in compiling price surveys once or twice a year. "The field collects prices for various sizes and styles of cigarettes, and we analyze all the data and issue a variety of reports for different management groups."

Use of the hand-held computer to report prices provides a much larger and more accurate sample. This information is useful in addressing a number of price-related issues, Galyan explains.

Hribar uses data from the field to determine "spillover," or the amount of product sold to a wholesaler in one division but sold to consumers elsewhere. "It's a complex subject, but the results can be significant," he says. "This information helps us select test markets and make decisions on promotions, media spending and other issues."

Whether the assignment is evaluating competitive activity or selecting a test market, the researchers agree

(see 'Information,' page 19)

Data supplied by the field is analyzed by (left to right) John Hribar, John Saylor, Tom Miller and Phil Gaylan, group marketing research managers in the marketing development department.

51859 5509

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Document Capture courtesy of the Industry Documents Library, UCSF. http://industrydocuments.ucsf.edu/docs/ryfn0000

THE M SSING CH LDREN

® NETWORK

If you believe you have information which may help locate any of these children, or if you need help to locate a missing child, please call:
"The Missing Children Network"

1-800-235-3535

All calls will be kept confidential.

Age: 9

Age: 2

Age: 7

Age: 17

Age: 16

Age: 17

Age: 6

Ages: 5 and 8

Age: 9

Age: 11

Age: 12

Age: 7

51859 5510

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: http://www.industrydocuments.ucsf.edu/docs/ryfn0000

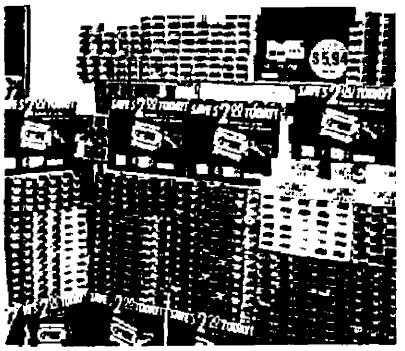
P.V. Writer writes up R.I. winner

Area Sales Representative **P.V. Writer** of the Providence, R.I., division has rewritten the story of cigarette merchandising in Westerly, R.I., a beach resort community in his assignment.

Writer saw heavy seasonal sales and the presence of a number of high-volume carton outlets in Westerly as an opportunity to increase volume through the use of RJR carton merchandising fixtures and shelf display programs. After two years of perseverance, he reports the following results:

Persistence gains volume in K-Mart

Persistence and a good relationship with the retailer won a dynamic position for RJR in K-Mart in Rosenberg, Texas, recently. Area Sales Representative **N. Challa** of the west Houston division sold the store on a 20-case mass display of Winston, Salem and Doral. Product movement was ensured by placement of $1-off coupons on Doral and $2-off coupons on Winston and Salem.



Area Sales Representative N. Challa placed a 20-case display at K-Mart in Rosenberg, Texas.

E-2 Package Store accepted 20 feet of Flex units and a Doral Savings Center.

- All 11 independent, high-volume carton outlets in Westerly, with sales averaging from 200 to 2,000 cartons per week, have converted to RJR self-service Flex fixtures and carton racks and RJR shelf display plans. Total combined weekly volume of the stores, including two new accounts that Writer secured, is 5,700 cartons.
- All competitive fixtures have been eliminated.
- Seven Doral Savings Centers have been placed and all stores are using Doral $1-off coupons. Sales of Doral now exceed all other value-brand and generic sales combined in the 11 stores.
- Carton display space for RJR increased to 113 feet, with a total of 716 rows gained and almost 4,300 cartons of RJR brands on continuous shelf display.
- A local jobber who serves many of the 11 stores reports that RJR shipments are up by 45 percent through the first half of 1987. E-2 Package Store, Writer's highest-volume account with average weekly sales of 2,000 cartons, was a typical before-and-after success story:

Before, the store used non-self-service retailer shelving with RJR brands occupying 12 rows on the bottom shelf. Distribution was limited, with neither Century nor Doral sold.

After Writer's campaign, the store accepted a 20-foot Flex unit with self-service RJR shelf plan and a Doral Savings Center. The store now carries a full line of RJR products.

Virginia chain upgrades display

Volume opportunities are where you find them, and sometimes that means "converting" a retailer who already uses RJR fixtures — to upgraded RJR fixtures and more advantageous display of RJR products.

Area Sales Representative **E.L. Hatcher** of the Norfolk, Va., division saw that kind of volume opportunity in the nine-store Earle's Markets chain, based in Portsmouth, Va. The stores were using old-style RJR lobby fixtures with sliding glass doors. RJR products were displayed only on the top shelf, with 30 rows per store and no contract. Inventory was limited to 150 cartons per store throughout the chain.

Hatcher sold the chain on new 12-foot Flex wall units for each store, with 78 rows of RJR product displayed on the top two shelves, under contract. RJR inventory was more than tripled, to 468 cartons per store.

51859 5511

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

Oklahoma stores O.K. self-service conversion

Oklahoma City retailers are saying "O.K." to self-service sales and RJR fixtures, following a concentrated campaign by the Oklahoma City division to convert non-self-service outlets to RJR Flex self-service merchandising.

The self-service campaign, coordinated by Oklahoma City Division Manager **J.D. Lowry**, was a team effort involving the division's sales reps and Special Resources Manager **W.J. Draper** and his installation crews.

In five selected high-volume outlets, new Flex sets gained a total of almost 600 rows for RJR, with initial orders totaling almost 3,000 cartons. RJR universal package merchandisers also were placed in three of the stores.

Area Sales Representative **K.G. Brock** sold Jumbo Foods in Enid, Okla., on 12 feet of lobby Flex and 8 feet of Doral modules for savings-segment brands, gaining a total of 104 rows. Area Sales Representative **K.A. Hanson** placed a 4 by 8-foot Flex island in Gibson's Discount in Oklahoma City, gaining 128 rows.

Area Sales Representative **W.B. Rogers** sold Crown Heights Food in Oklahoma City 12 feet of Flex with an end cap, for a total of 97 RJR rows. Rogers also placed 20 feet of lobby Flex in Country Box No. 5 in Oklahoma City, gaining 128 rows, and 25 feet of lobby Flex in Escott's Food in Cushing, Okla., for a gain of 130 rows.

Winning Oklahoma City sales team includes (left to right) Merchandising Specialists Roy Hopkins, Gary Leblanc and David Reid; Area Sales Representative W.B. Rogers; Special Resources Manager W.J. Draper; Area Sales Representative K.A. Hanson and Merchandising Specialists Russ Lowry, Craig Burns and John Dedeaux.

Area Sales Representative K.G. Brock sold Jumbo Foods in Enid, Okla., on 12 feet of Flex.

Escott's Foods in Cushing, Okla., took 25 feet of lobby Flex, thanks to Rogers' efforts.

51859 5512

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: http://www.industrydocuments.ucsf.edu/docs/ryfn0000

Gaines displays a pool full of product

Area Sales Representative **J.J. Gaines** of the Panama City, Fla., division has found another attention-grabbing container for his mass displays.

Gaines is the rep who has earned nicknames like "Truckload," "Boatload" and "Bikeload," for the innovative mass displays he has placed in Thomasville, Ga., stores, using these modes of transportation as centerpieces.

It has been a long, hot summer in Thomasville, so Gaines is concentrating on refreshing water sports for his displays. His latest accomplishments include a 700-carton display in a boat at K-Mart and a swimming pool filled with 2,500 cartons of RJR products at Woolworth. Gaines keeps sales from the displays sailing right along with $2-off coupons.

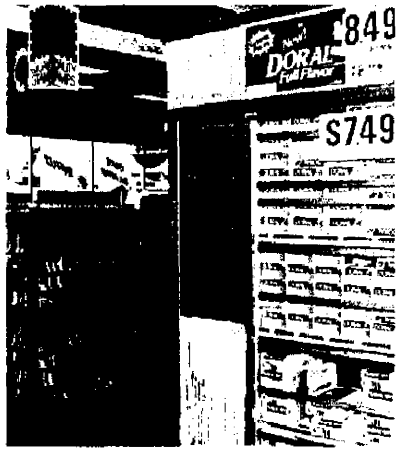
Swimming pool is an ideal container for 2,500-carton display placed by Area Sales Representative J.J. Gaines in Woolworth in Thomasville, Ga.

Oklahoma chain is converted into merchandising showcase

Three Piggly Wiggly stores in Oklahoma have been converted into showcases for RJR merchandising, thanks to the efforts of Area Sales Representative **J.E. Hale**.

Hale placed two Flex end caps in each of the two Piggly Wigglys in Idabel, Okla., and in the store in Broken Bow, Okla. Two sides of the fixtures were configured for Doral and generics, replacing competitive savings centers.

Hale also replaced the stores' back-bar package fixtures with RJR self-service universal package merchandisers with permanent check-lane displays on top. To complete RJR's dynamic Piggly Wiggly presence, Hale replaced competitive ground-mount signs at each store and secured exclusive RJR promotional materials placement at all three locations.



Piggly Wiggly store in Idabel, Okla., was converted to Flex fixtures by Area Sales Representative J.E. Hale.

Parnell sells RJR fixtures in Louisville

RJR product and RJR merchandisers add up to RJR value for retailers — and volume for RJR. Area Sales Representative **D.T. Parnell** of the Louisville, Ky., division recently demonstrated that formula for sales success at Valu Supermarket in Louisville.

Parnell sold Valu Supermarket on a four-foot by 29-foot end-cap Flex configuration that gives RJR 200 rows for full-price brands and Doral.

Parnell also placed two eight-sided, low-profile spinners in the store, for a gain of more than 40 percent of space for RJR.

51859 5513

http://legacy.library.ucsf.edu/tid/hxn03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

Detroit sales are rolling, from the east . . .

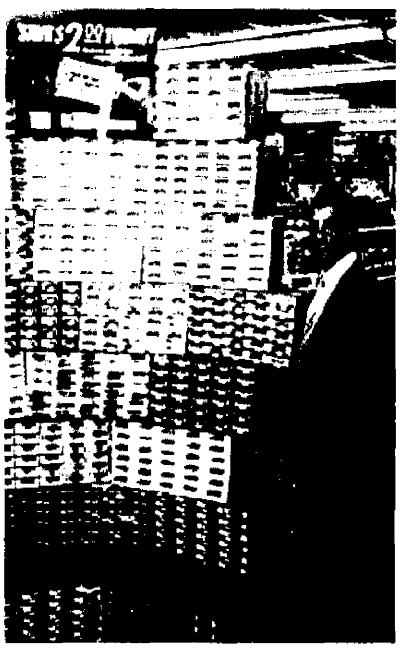
You won't find it in Webster's Dictionary, but one good working definition of "volume" is "the East Detroit division."

The East Detroit Volume Winners worked a special "Volume Busters" program before a recent holiday weekend. At six high-traffic, high-volume accounts with average sales volumes ranging as high as 1,200 cartons per week, mass displays were placed, supported with a $2-off coupon blitz at every location.

The results were impressive, with RJR brands capturing up to 50 percent of normal sales volume at some stores. At King Food Center, for example, with average sales of 470 cartons per week, the mass display sold 465 cartons of RJR product in two weeks. Nine/Hilton Market, a 630-carton-per-week outlet, sold 310 cartons of RJR brands from the display in one week.

The East Detroit Volume Busters campaign was a team effort, involving Special Accounts Manager **E.L. Turner**, Training and Development Manager **J.J. Heslin**, and Area Sales Representatives **V.P. Biondo, L.J. Horan, K.M. Nabozny, E.F. Pierce, K.D. Rustin** and **S.T. Sandman**.

Mass displays were placed by Area Sales Representatives K.D. Rustin . . .



. . . and S.T. Sandman during 'Volume Busters' promotion in East Detroit.

. . . to the west — with a boost from Flint

Thanks to the cooperative efforts of the West Detroit and Flint, Mich., divisions, the sun has set on an attempt by the Marlboro Cowboy to rustle some of RJR's business from the Sunshine Food Store chain in the Detroit region.

The Sunshine chain has used a variety of RJR package fixtures for some time, including RJR overhead package merchandisers in 22 stores. Philip Morris recently approached Sunshine management with a proposal to place their overheads in all locations. The chain approved the proposal and installations began.

Special Accounts Manager **M.D. Hancz** of the West Detroit division learned of the PM move, and notified Special Accounts Manager **F.M. Decker** of the Flint division. Coordinating with Flint Division Manager **B.G. Mitchell** and Training and Development Manager **J.K. Jefferson**, Decker convinced Sunshine's president that the RJR overheads were not only superior, but could be installed in all locations in only two weeks. Sunshine switched its order to RJR overheads.

Within one week, all the Flint and Lansing, Mich., Sunshine stores received the RJR overheads. By the end of two weeks, the fixtures had been placed in all 32 Detroit-area stores, completing RJR's Sunshine sweep.

Mitchell credits the success of the Sunshine overhead project to the multi-division teamwork of West Detroit Special Resources Manager **C.W. Cundari** and his merchandising specialists, and the following people in the Flint division: Area Sales Representatives **S.A. Bishop, R.L. Miller, T.A. Mirk, K.C. Satchell, W.H. Seals** and **S.T. Whitt**; Sales Representatives **W.B. Dudley, N.J. Strom, T.M. Wagner** and **J.A. Woodington**; Field Sales Secretary **D.E. Chambers**; and Merchandising Specialists **M.E. Heroy** and **B.D. Navarro**.

51859 5514

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: http://www.industrydocuments.ucsf.edu/docs/ryfn0000

Winston is winner at drag race event

When an RJR brand-sponsored event comes to town, a real Volume Winner does everything possible to boost sales by capitalizing on the brand association. Sales Representative **K.L. Myers** of the Columbus, Ohio, division put that basic sales concept into practice during the recent Winston Drag Racing Spring Nationals event in Columbus.

The Winston dragsters were displayed at local malls before the races, and Myers maximized brand exposure by roping off the cars with Winston Drag Racing signs and placing Winston ground-mount signs around the exhibits. Myers also placed more than 250 race banners, 17 ground-mount signs and 18 pole-mount signs around the community.

Race week turned out to be a real "drag" for the one-horsepower competitive cowboy. Amid all the excitement generated by the Winston event, Myers also replaced three Philip Morris overheads with RJR fixtures.

Winston drag cars on display in Columbus, Ohio malls were highlighted by product signage placed by Area Sales Representative K.L. Myers.

Indian territory friendly for RJR

Indian territory is RJR territory in Pocatello, Idaho, thanks to the efforts of Area Sales Representative **A.B. Self** of the Salt Lake City division.

Facing the challenge of achieving merchandising leadership in the Trading Post Indian Store in Pocatello, Self adopted the time-honored trader's tactics of the Old West: Always offer good products at good value, and never trade out of an empty wagon.

Self filled up the Trading Post smoke shop with 40 cases of Winston, Salem, Camel and Doral in a mass display and sweetened the trade with $2-off coupons on Winston, Salem and Camel and $1-off coupons on Doral.

The results: additional volume and a dynamic sales presence for RJR in the high-volume Trading Post store.

Persistence pays off

Reading reps replace racks

RJR sales results make good reading around Reading, Pa., when the Volume Winners from the Reading division swing into action. Here are a couple of recent examples from the Reading book of sales and merchandising leadership:

Old-fashioned persistence paid off for Area Sales Representative **R.L. Givens** at the New Holland Cut Rate store in New Holland, Pa., in the heart of the Pennsylvania Dutch country.

Givens had been trying for two years to replace Philip Morris overheads with RJR units at the high-volume independent discount store, which averages sales of 780 cartons per week.

When the Overhead III unit was introduced by RJR, Givens presented it to Cut Rate management and got results. The store not only replaced the Philip Morris units with the RJR overheads, but also accepted a three-sided Flex unit as a Doral Savings Center, replacing all competitive savings centers. The result: a dynamic presence and sales leadership for RJR at the store.

Area Sales Representative **W.H. Kinney** achieved similar results when he sold Boyers IGA on Flex and other RJR merchandising, replacing competitive fixtures throughout the four-store chain. Kinney placed in-line and end-cap Flex, exclusive Doral Savings Centers, universal package merchandisers, checklane displays and exclusive promotional items such as clocks and price signs in the stores.

51859 5515

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

Winston can cooler promotion placed in Loro's Supermarket by Area Sales Representative E. Cantu capitalized on heat wave in Brownsville, Texas.

Cooler offer chills heat wave

Everybody talks about the heat in Brownsville, Texas, but Area Sales Representative **E. Cantu** of the Corpus Christi, Texas, division did something about it — and posted some "cool" volume figures as a result.

Cantu recognized the legendary summertime heat of Brownsville as a sales opportunity, and responded with a promotion tailor-made for the season. He placed a free Winston can cooler display at Loro's Supermarket in Brownsville. The display generated a "heat wave" of sales, totaling 120 cartons.

Show car helps Florida reps win sales with mass displays

When the Winston show car raced through Florida recently, the real winners were the sales representatives in the Panama City and Ft. Lauderdale divisions who capitalized on the promotion with volume-building mass displays at the stores where the colorful and crowd-pleasing vehicle was exhibited.

In the Panama City division, Sales Representative **J. Kerigan** welcomed the show car to the K-Mart in Parker, Fla., with a 710-carton display of Winston and Salem. With extra sales horsepower provided by placement of $2-off coupons, most of the display was sold during the four days the car was on exhibit.

The volume-race winners in the Ft. Lauderdale division achieved similar results:

Area Sales Representative **D. Jetton** placed mass displays at Xtra Superfoods in N. Miami and sold 10 extra cases of product.

Sales Representative **D.L. Rachal** also generated 10 cases of incremental volume with mass displays placed at K-Mart in Margate, Fla.

And another 10 extra cases were sold by Sales Representative **D.L. Nutter** with mass displays at Xtra Superfoods in Oakland Park, Fla.

Sales volume is 'only thing' in Spokane

Everyone in the Spokane, Wash., division, from management to the reps on the street, thinks volume, and the division's sales figures show the result.

The Spokane management recently worked a one-day trade show at URM, an area grocery wholesaler, reports **H.A. Stoops**, division manager. They took maximum advantage of a 15-cent pre-booking offer to sell 11,282 cartons of cigarettes to retailers for an immediate plus-out volume boost.

Meanwhile, back at the warehouse — Sandpoint Warehouse Market, that is — Area Sales Representative **B.A. Johnson** was winning extra volume for the Spokane division with a mass display of Doral. During the life of the display, Doral captured more than 20 percent of the store's cigarette sales.

Virginia market takes Flex unit

Even in the very heart of Marlboro Country, persistence in selling RJR merchandising pays off. Just ask Area Sales Representative **W.R. Smith** of the Richmond, Va., division.

For more than a year, Smith tried a variety of share-of-market, promotional and contract presentations in an effort to persuade Fan's Supermarket in Richmond to accept Flex in place of 9 feet of Philip Morris fixtures where RJR products were relegated to the bottom shelf.

Finally, Fan's management accepted 12 feet of in-line Flex, replacing the Philip Morris shelving and moving RJR products to the top two shelves.

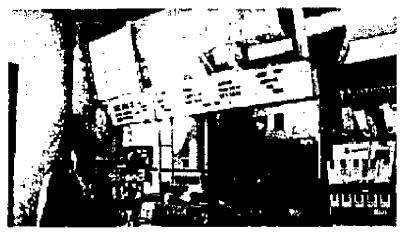
51859 5516

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

'Minnesota Twins' scoring with chains

RJR's "Minnesota Twins" are belting out the merchandising home runs and sending the competition to the showers in the Twin Cities of Minneapolis and St. Paul, Minn., recently.

These "twins" are the RJR special accounts managers for the two cities, **L.A. Goranson** of the Minneapolis division and **C.J. Mock** of the St. Paul division. And when these twins team up, the results are identical: sales leadership and extra volume for RJR.



Kwik Trip chain was sold on RJR permanent counter displays.

Goranson and Mock recently combined efforts to strike out Philip Morris fixtures at Applebaum's IGA, a four-store supermarket chain in the Twin Cities area. They sold Applebaum's on RJR Flex carton fixtures, 9-sided centralized package merchandisers and Doral Savings Centers using free-standing Flex units.

Mock also was successful in selling the 115-store Kwik Trip chain on RJR permanent counter displays, capturing the coveted cash-register position in all stores.

Teamwork delivers top service to direct accounts

(continued from page 7)

Customer services receives orders and handles inquiries from direct accounts and sales reps 24 hours a day, via 30 toll-free WATS phone lines, says Del Craft, manager – promotion support planning. About 1,450 orders a day are processed by computer and transmitted to RJR public warehouses around the country for shipment.

Customer services also works with direct accounts on EFT and other incentive programs and provides information on promotions, prices and product availability, Craft adds. The department also resolves such problems as overdue, missing, damaged or incomplete shipments and traces lost orders and invoices, he says. The most sophisticated computer system in the industry helps the department respond quickly to all orders and inquiries, ensuring prompt delivery and speedy resolution of problems.

Another state-of-the-art computer development is electronic data interchange, a computer-to-computer exchange of orders and invoices between the company and its direct customers, Hatter adds. The company began testing the concept early last year and a number of direct accounts now use the system.

The Sales Information System also provides sales people with the payment and volume information necessary to conduct business reviews and account summaries, Hatter says. "At any time, we can tell a direct account exactly what support we are providing them for our products."

The whole system meshes smoothly to give RJR direct accounts a level of incentives and supporting services unmatched in the industry, Hatter says.

"Our direct accounts are important to us, because we're all part of the tobacco industry, and we support each other's objectives. We work with them to ensure our mutual success."

In the customer services department, telephone orders from direct accounts are handled by (top to bottom) Shirley McLendon, manager – customer orders; Melba Fulton, a customer service assistant; and Alta Alley, customer service coordinator.

51859 5517

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

PROMOTIONS & APPOINTMENTS

C.A. Baecher has been promoted to sales training manager in the home office.

Baecher joined the company in 1976 as a sales representative in the Norfolk, Va., division, where she was promoted to area sales representative in 1978. She was promoted to area manager – merchandising in the Florida chain division in 1979 and to assistant division manager in the Alexandria, Va., division in 1980. Baecher was promoted to division manager in the Annapolis, Md., division in 1983.

J.A. Drolette has been promoted to sales training manager in the home office.

Drolette joined the company in 1976 as a sales representative in the San Francisco division, where he was promoted to area sales representative in 1977 and to area manager – vending in 1979. He was promoted to assistant division manager in the Oakland, Calif., division in 1979 and to division manager in the Omaha, Neb., division in 1982. Drolette was promoted to sales training and development and vending/military manager in 1985 in the Mid-western sales area.

F.M. Decker has been promoted to division manager in the Akron, Ohio, division.

Decker joined the company in 1980 as a sales representative in the Columbus, Ohio, division, where she was promoted to area sales representative the following year. She was promoted to assistant division manager in the Flint, Mich., division in 1983 and was appointed special accounts manager in 1986 in that division.

G.D. Tripp has been promoted to assistant division manager in the north Denver division.

Tripp joined the company in 1984 as a sales representative in the Salt Lake City division, where he was promoted to area sales representative the following year.

L.K. Brubaker has been named special accounts manager in the Lexington, Ky., division.

Brubaker joined the company in 1979 as a sales representative in the Dayton, Ohio, division, where he was promoted to area sales representative the following year. He was promoted to merchandising manager – field in 1983 in the Cincinnati, Ohio, chain division and to assistant division manager in the Lexington division in 1984.

S.R. MacLeod has been promoted to special accounts manager in the Frazer, Pa., division.

MacLeod joined the company in 1984 as a sales representative in the Providence, R.I., division, where he was promoted to area sales representative the following year.

R.M. Noga has been promoted to special accounts manager in the west Houston division.

Noga joined the company in 1976 as a sales representative in the Tyler, Texas, division. He was promoted to area sales representative in the Dallas division in 1980.

J.E. Suits has been promoted to special accounts manager in the New Orleans division.

Suits joined the company in 1983 as a sales representative in the Jackson, Miss., division, where he was promoted to area sales representative the following year.

C.W. Cundari has been promoted to special resources manager in the west Detroit division.

Cundari joined the company in 1980 as a sales representative in the Flint, Mich., division, where he was promoted to area sales representative the following year.

K.A. Eimers has been promoted to special resources manager in the north Los Angeles division.

Eimers joined the company in 1984 as a sales representative in the north Los Angeles division, where she was promoted to area sales representative the following year.

E.M. Redd has been promoted to special resources manager in the New Orleans division.

Redd joined the company in 1985 as a sales representative in the New Orleans division, where he was promoted to area sales representative later that year.

51859 5518

ttp://legacy.library.ucsf.edu/tid/bxn03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000

PROMOTIONS & APPOINTMENTS

D.E. Ulrich has been promoted to special resources manager in the Phoenix, Ariz., division.

Ulrich joined the company in 1984 as a sales representative in the Phoenix division, where he was promoted to area sales representative in 1986.

L.G. Young has been promoted to special resources manager in the San Diego division.

Young joined the company in 1982 as a sales representative in the San Diego division, where he was promoted to area sales representative the following year.

G.B. Alexander has been promoted to training and development manager in the Athens, Ga., division.

Alexander joined the company in 1984 as a sales representative in the north Atlanta division, where he was promoted to area sales representative the following year.

S.W. Baker has been promoted to training and development manager in the Roanoke, Va., division.

Baker joined the company in 1980 as a sales representative in the Roanoke division, where he was promoted to area sales representative the following year.

R.D.Bond has been promoted to training and development manager in the Little Rock, Ark., division.

Bond joined the company in 1982 as a sales representative in the Little Rock division, where he was promoted to area sales representative the following year.

C.R. Jorgensen has been named training and development manager in the Ft. Wayne, Ind., division.

Jorgensen joined the company in 1983 as a sales representative in the west Chicago division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Ft. Wayne division in 1986.

R.P. Stanley has been promoted to training and development manager in the Orlando, Fla., division.

Stanley joined the company in 1984 as a sales representative in the Macon, Ga., division, where he was promoted to area sales representative the following year.

L.L. Whited has been promoted to training and development manager in the New Orleans division.

Whited joined the company in 1975 as a sales representative in the west Houston division, where she was promoted to area sales representative the following year.

Information shapes company decisions

(continued from page 9)

that field sales plays an important role in company decision-making.

"We provide information to help executive management," Hribar says. "When we ask the field for something, we are serving as a conduit of information for management decisions."

"Our executives are extremely responsive to intelligence from the field," Miller adds. "Gathering, processing and communicating information is a highly action-oriented activity."

"Everything impacts volume and the bottom line," Hribar says. "The field can be the most important factor, in both planning and executing the plan, as well."

Flex family growing bigger, better

(continued from page 8)

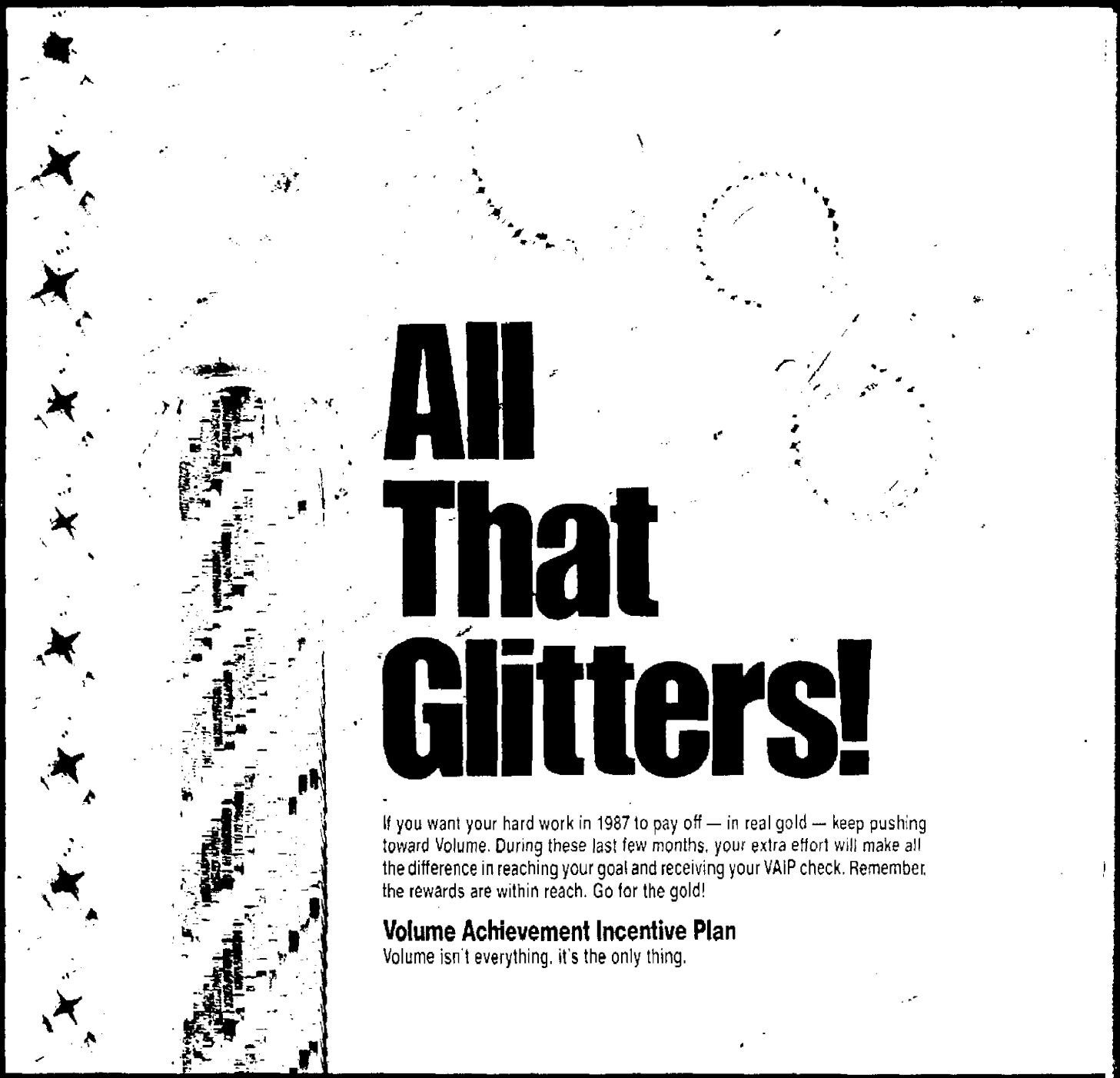
He urges sales representatives to fill out and send in the quality-control sheet packed with every set of fixture components. "It's very important that we know the condition of every component part when it's shipped."

Fueled by a continuous flow of suggestions and feedback from the field, the Flex fixture family is growing bigger and better and more effective every year, Oringderff says.

"Flex just keeps on getting better and more 'Flex-ible' all the time. We've got more than a dozen projects involving Flex going on right now, and most of the things we're working on started as concerns from the field. We're looking at continued refinements, improvements and expansion for the future of Flex."

51859 5519

http://legacy.library.ucsf.edu/tid/hxc03a00/pdf
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000



All That Glitters!

If you want your hard work in 1987 to pay off — in real gold — keep pushing toward Volume. During these last few months, your extra effort will make all the difference in reaching your goal and receiving your VAIP check. Remember, the rewards are within reach. Go for the gold!

Volume Achievement Incentive Plan
Volume isn't everything, it's the only thing.

SALES MERCHANDISER

September-October 1987

Published for members of the Field Sales Force of R.J. Reynolds Tobacco USA.

National Manager
Sales Administration/ Communications ..... **John Olenick**

Editor ..... **Alan Willis**

MERCHANDISER offices are located in the Reynolds Building, 17th Floor, Winston-Salem, NC 27102. Telephone (919) 777-7673.

©1987 by R.J. Reynolds Tobacco USA

BULK RATE
U.S. POSTAGE
PAID
RJR

51859 5520

http://legacy.library.ucsf.edu/docs/ryfn0000
Source: https://www.industrydocuments.ucsf.edu/docs/ryfn0000